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**THE TRANSFORMATION OF MANAGERIAL APPROACHES
IN THE IMPLEMENTATION OF THE STATE DIGITAL POLICY
OF COMMUNICATION AND INFORMATION TECHNOLOGY
AT THE CURRENT STAGE**

Market economy, scientific and technological progress have significantly accelerated the rate of appearance of the latest developments in the field of information technology in all spheres of social and economic life of society. Informatization means increasing labor productivity with the help of reducing the ratio of cost to production, improving the qualifications and professional literacy of specialists engaged in managerial activities.

It has been found that information technology represent a set of methods and means of collection, registration, transfer, accumulation, search, processing and protection of information based on the use of advanced software systematically organized to solve managerial tasks. Today, the focus of software development is on direct communication with the consumer, therefore the purpose of information technology as a tool of management is emphasized.

It has been studied that the information system combines a set of internal and external flows of direct and reverse information communication of an economic object, methods, specialists that take part in the process of processing information and developing management approaches. It is always possible to note the relationship between the external information environment and the internal information system.

It has been proven that today the relevance of information technology lies in the

fact that thanks to their use there is an opportunity to optimize and rationalize managerial approaches due to the use of modern means of collecting, transmitting and transforming information.

Improvement in managerial approaches has led to the transformation of activities of management and the spread of new forms of implementation of these activities. It is important to understand information technology as processes of collecting, providing, distributing information and managerial approaches to their implementation.

Keywords: *state policy, implementation, information technology, transformation, modernity, communication, managerial approaches, digitalization.*

Statement of the problem and its connection with important scientific and practical tasks. The implementation of digital technologies in the activities of state and public authorities took place in the early 2010s, but it cannot be called successful, as neither the management system itself nor civil servants were ready for it. Digitization is presented as a broad overview of international practices in the use of digital technologies, which can be successfully used, including for combating corruption in state or public authorities. The Internet as a new reality has penetrated deeply into human life and has become a necessary element of the life of a modern citizen, the creation of the Internet and its large-scale distribution became evidence of the transition to a digital society.

Analysis of the latest studies, in which the solution of the problem was initiated and the identification of previously unsolved parts of the general problem, to which the article is devoted. Modern researchers claim that digitalization is a multifactorial phenomenon that includes a set of processes of networking, datification, platformization, and algorithmization. They function on the elements of the technological infrastructure of the digital society, such as networks, big data technologies, algorithms that ensure super-connectedness, complexity and mobility of the modern digital world [7]. At a new stage of society's development, the need for the formation of qualitatively new and modern automated systems for collecting, storing and analyzing information has increased dramatically.

The purpose of the article, setting of tasks. The purpose of this article is to justify managerial approaches in the implementation of the digital state policy in the field of communication and information technology for the population.

Presentation of the main material of the study with a full justification of the obtained scientific results. Modern society as an information society, a society of innovations, a network society, is actively entering the new digital era. However, the changes caused by scientific and technological progress are rather difficult to predict and require significant efforts to analyse and explain. In the period of active digitization of all spheres of social life, timely and requested operations at the state level are especially important in order to improve the life and development of its citizens. The modern period of the development of our state is characterized by systematic reformation of the political, economic and social foundations of the life of civil society.

Digitization of the public administration system, increasing its transparency is a powerful factor in combating corruption, all services and operations related to construction and life must be provided to everyone very quickly and with high quality. In this regard, the task was set to ensure in the coming years the translation of state services into online mode using remote services, and document circulation between state structures should be carried out exclusively in electronic form [1]. Digitalization of government work will increase the transparency of their activities and make it possible to fight corruption more effectively.

The issues of increasing the transparency of the work of state authorities and the fight against corruption in the public sector are particularly acute. In our country digitization began relatively recently, after the adoption of the target program «Digital Country». According to the concept, the term «electronic government» means a new form of organization of the activities of state and public authorities, which provides a qualitatively new level of efficiency and convenience for organizations and citizens to receive services and information about the results of the activities of authorities due to the widespread use of information and communication technology.

An important area in this direction will be the publication of the law «On electronic

signature», which regulates relations in the field of using electronic signatures in the implementation of civil law agreements, the provision of state and municipal services, the performance of state and municipal functions, in the performance of other legally significant actions, including including in cases established by other laws [5]. According to the foreign experience the «digital state» is rather an electronic government, which is a complex of electronic and communication devices, computers and the Internet for the provision of public services to citizens and other people in the country or region.

These services deal with technological projects based on structural prioritization of user's needs, as well as modern software development methods that allow for iterative development and quick response to changes, as well as feedback. The digital service is working on the modernization of procurement procedures taking into account the latest digitalization trends. E-government covers any type of communication or interaction between citizens, businesses and public organizations through the use of information and communication technologies for electronic management of processes.

The measures of some of the mentioned projects are synchronized and in one way or another contribute to the achievement of national goals. The public sector is constantly making efforts to strengthen e-government in the environment of autonomous communities and local authorities and to improve coordination mechanisms between different levels of government in the provision of e-services for citizens [9]. In order to implement the breakthrough scientific and technological and socio-economic development of society, in accordance with the development of digitalization, the task was set to develop, together with the state authorities of the subjects of the state authorities, national programs concerning all spheres of society's life, such as demography, education, ecology, culture.

In the Strategy for the Development of the Modern Information Society, the concept of «digital economy» is defined as an economic activity in which the key factor of production is data in digital form, the processing of large volumes of information and the use results of the analysis. Compared to traditional forms of business, they allow to significantly increase the efficiency of various types of production, technologies,

equipment, storage, sale, delivery of goods and provision of services. One of the tools for the implementation of this strategy is the national project «On approval of the program «Digital economy of the state» [3].

Within this program, three levels of spheres of activity where the digital economy affects the lives of citizens and society were identified, namely markets and sectors of the economy, in which specific subjects, suppliers and consumers of goods, works and services interact; platforms and technologies, with the help of which competences are formed in the development of markets and sectors of the economy. It is also important to have an environment that allows creating conditions for the development of platforms and technologies and effective interaction of market subjects and economic spheres.

This influence is expressed through the implementation of the relevant directions of the national project «Digital Economy of the State», and each of the directions has its own established indicators. Yes, for the «Digital State Regulation» direction, which is characterized by the implementation of digital technology and platform solutions in the spheres of public administration and service provision, including in the interests of the population and subjects of small and medium-sized business, including individual entrepreneurs. It is also necessary to remember the risks that can with a high probability arise in the process of digitalization.

First of all, this is a reduction in the number of jobs intended for specialists with average or low qualifications, without the organization of a large-scale program for their retraining; strengthening of social inequality of citizens due to unequal access to information resources themselves, placed in the information and telecommunication network, the Internet and the market of information and telecommunication technology as a whole is not yet ready for new challenge [8].

In the conditions of the industrial revolution, which involves the integration of computing resources into physical processes, there is an almost annual change in technologies and business models applicable including in traditional sectors of the economy. Today system tools of state support aimed at the development of the Internet technology, such as tax regulation, state financing, development of uniform standards,

implementation of pilot projects, are being implemented. The state's readiness for rapid technological changes becomes one of the key factors of success on the world stage, but at the same time, the technological advantage must be used primarily for benefit's citizens, whose care is the most important function of the state.

The activities of the United Nations are aimed at solving problems and issues in the field of peace and security, economic and social development, human rights, the environment, international law, humanitarian issues and health care. It singles out such a problem in the block of international law as the fight against international crime, one of the manifestations of which is corruption. The only international legal instrument for combating corruption is the UN Convention against Corruption adopted by the UN General Assembly. It outlines the main directions of action to reduce vulnerability factors and corruption risks.

The specified convention does not contain a definition of corruption, but offers a certain list of corruption manifestations namely bribery of officials in the public and private sectors, embezzlement, abuse of influence and official position, illegal enrichment. The fight against corruption is included in the block of problems related to the creation of conditions for entrepreneurial activity [2]. Thus, it can be concluded that corruption is a global problem for the solution of which advanced technologies and best practices should be applied.

The development of digital methods for detecting corruption, preventing it and analyzing its consequences is becoming an important and relevant political direction in the framework of the process of building a global digital state. This technology is mainly used in the fields of health care, commerce and taxation, where predictive analysis and visualization are used to obtain information, allowing to identify trends, patterns and relationships in data sets. In the public procurement, intelligent data analysis is an audit tool aimed at tracking the actions of authorities when submitting bids, and subsequently to identify facts of collusion and providing false information.

In developing countries this technology helps citizens in remote areas to access the necessary information. There is every reason to assume that it can be successfully used to

fight corruption. Along with technological advance, these tools are becoming more sophisticated for processing data, as they can perform real-time transaction analysis, model purchases and payments, and detect violations [6]. Risk assessment algorithms can warn and stop potentially incorrectly formed financial payments in the procurement process.

To strengthen internal processes and prevent fraudulent actions, auditors can periodically examine transactions in procurement and payment's models, check for violations, and quickly identify illegal financial flows. For the successful implementation of the mentioned technologies in practice, the state in the process of digital transformation of service provision, management decision-making, conducting permitting and control and supervision activities must carry out a whole range of works that can be combined into four blocks, implementation of a system of regular management and strategic management, digital transformation of public administration, new quality of personnel management and modern regulatory policy.

It is necessary to remember that public civil servants will have to acquire relevant new knowledge, skills and abilities, otherwise this work will lose some meaning and remain at the level of simple slogans that do not translate into action. Today, there is an urgent need not only for legislative expertise, but also for the development of a regulatory framework for the development of the digital economy, in particular, blockchain technology, cryptocurrencies, cyber security and verification of information data. The legal community must not only work to remove existing legal restrictions for the introduction of new intellectual developments, but also begin to design the environment of the future based on the technologies that are developing every day.

Many companies invest heavily in the development of artificial intelligence, so the question arises about the legal status of machines endowed with an autonomous function. Regulation of the opportunities that appear together with new technologies is essential for protecting the citizens' interests, this type of expertise is relevant and is in the stage of formation [4]. Taking into account the rapid nature of the introduction of digital technology and their inclusion in the processes of state functioning, it is of particular

interest to ensure the transition from irrelevant approaches to planning and control over the implementation of plans to accurate and individual indicators of the standard of living and the development of economic sectors.

Updated indicators in the context of managerial decision making will record and show the level of responsibility, as well as allow to quickly receive feedback from managerial objects and work more accurately with key indicators of development. The creation of such a platform should bring advantages to citizens, the state and business in the future. One of the very ambiguous areas of the development of the digital space has become the creation of a digital or information society. After all, a digital society is a society in which interpersonal communications are replaced by «digital», the basis of its construction should be the digital identification and authentication of citizens.

A citizen entering the new system of providing information and communication services must accept and constantly use a unique lifelong and posthumous personal identifier, a digital name in the system, and as a method of authentication it is already proposed to use a person's biometric parameters. Thus, a person from a subject of social relations turns into an object of strict management of the system. A bridge should be built between the digital society and the humanitarianization of higher education, which is designated as digital culture.

It has a special content and media, and the university has technologies related to the routine process of development's standards, work programs of disciplines, funds of assessment tools, but also philosophical and cultural understanding of all activities for the humanization of higher education in new conditions. It is important to understand subject-oriented methodology not as means of proving the advantages of subjective knowledge [1]. It is important to understand subject-oriented methodologies not as valuable evidence of the advantages of subjective knowledge.

This is not at all a person's opinion about something, it is his opinion, the desire to be in the first place, this is the counterbalance of objectivity that characterizes subjectivity. In the era of the digital economy, subjectivity is at the center of socio-cultural changes, which are increasingly based on the combination of the laws of nature and their

understanding and application in the conscious construction of the future. Digitization in this sense affects not only the economy, the sphere of production and consumption of new objects by the materials they are made of, by their functions and inclusion in everyday life. It becomes the basis of culture and before our eyes changes both this culture itself and the society that surround us.

The arrival of a new society in which information becomes the main element of development was predicted and studied by sociological science in the last century. Scientists first recorded the emergence of a new social structure and introduced the scientific term «informational society». They singled out the positive aspects of the informational society in the possibilities of computerization which allows obtaining better quality of information while avoiding routine and automated work [7]. A key figure in the study of the future the new society are representatives of post-industrialism.

In the post-industrial society, the role of the service sector and the production of information as a new resource is growing, and with the complexity of information, the need to use abstract models, system analysis, forecasting of economic and social processes is increasing. Necessary factors in the transition to a post-industrial society: the central role of theoretical knowledge, the creation of new intellectual technology, the growth of the class of knowledge carriers, the transition from the production of goods to the production of services.

A special place in the study of digital society is occupied by the theory of «network society», since network structures and platforms in it are the basis of organization and social interaction. Thus, the qualitatively new characteristics of modern society that testify to the onset of the era of digital society are mobility, the processes of digitalization and networking, and the complication of the social system. Digital society is an infrastructure that functions with the help of digital information and communication technology which is based on network interaction between users of the system.

The problem of «digitalization» of communication became especially relevant during the total lockdown caused by the COVID-2019 pandemic. It became a catalyst for revising the vital activities of society: from the way of life of a modern person to the

activities of the main spheres of society [3]. But first of all, communication channels have changed. People have massively moved from traditional forms of relationships to others with the help of the Internet forums, social networks, messengers, video conferences. Recently, according to the statistics of the Ministry of Health, the disease is on the decline, the number of people infected with the coronavirus is decreasing, and the measures of restrictions to prevent the disease are gradually being canceled, but the trend towards the transition to «remote» communication persists and moreover shows new prospects for growth.

This raises the issue of how much digital forms of communication have penetrated into the everyday communication of a modern citizen, how domestic social Internet resources have taken root in interpersonal and work relationships. The program which allows you to get rid of the problem of mistrust of the parties, the participation of third parties and the leakage of money can be observed on the example of a purchase and sale agreement. Theoretically, there is no direct prohibition in the legislation on the conclusion of such contracts, moreover, the possibility of concluding a contract in some cases through the exchange of electronic documents transmitted via communication channels allows to establish the origin of the document.

There is a proposal to legislate the concept of a «smart contract» as a contract in electronic form, the fulfillment of rights and obligations according to which is carried out by automatically carrying out digital transactions in a distributed register, in accordance with a strictly defined sequence and upon the occurrence of the circumstances defined by this agreement [6]. The protection of the rights of the parties to a smart contract should be carried out by analogy with the protection of the rights of the parties to a contract concluded in electronic form.

Taking into account the fully automated nature of smart contracts, including in connection with the impossibility of canceling transactions, it becomes unclear how they can be extended by analogy to the regulation of ordinary contracts concluded in electronic form. Given that the Central Bank does not recommend using such a currency for calculations, it is unlikely that state-owned companies will willingly work under such a

system.

Formulation of conclusions and prospects for further exploration. It is important to take into account that the implementation of large-scale programs should begin with regulatory settlement in particular with the definition of basic terms, the formation of a single conceptual apparatus. In the modern era the role of the state is being transformed and according to the views of the most radical reformers, the state is justifying its powers since the power of the people will be replaced by the power of numbers. Smart contracts are still outside the legal field, they should become full participants in the economy by 2025 as part of the project «Digital Economy». It is obvious that it is necessary to cope with many problems related to digitalization and to realize that without the use of modern technologies the establishment of communication ties between the government and the public will be impossible.

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